



STATE OF WASHINGTON
EMPLOYMENT SECURITY DEPARTMENT
PO BOX 9046
OLYMPIA, WA 98507-9046

July 30, 2004

TO: Tom Fitzsimmons, Chief of Staff
FROM: Sylvia P. Mundy, Commissioner
SUBJECT: Performance Agreement – 4th Quarter Report

Please see the pages below, 1 through 9, which constitutes the Employment Security Department's (ESD) Quarterly Report for our Performance Agreement with Governor Locke. This report is for the quarter ending June 30, 2004 and each performance measure reflects quarterly targets, actual performance, and associated comments as appropriate.

If you have any questions or need additional information, please contact Barbara Burgener, Director, Office of Quality and Organizational Performance at (360) 902-9309.

| | | | | | | | | |
|---|---------------|---|---------------|---|---------------|--|---------------|--|
| Washington State Employment Security Department Performance Agreement for State Fiscal Year 2003 Agency Performance Measures April 1 to June 30, 2004 | <u>Target</u> | <u>1st Qtr</u> <u>(End 9-30-</u> <u>03)</u> <u>Actual</u> | <u>Target</u> | <u>2nd Qtr</u> <u>(End 12-</u> <u>31-03)</u> <u>Actual</u> | <u>Target</u> | <u>3rd Qtr</u> <u>(End 3-31-</u> <u>04)</u> <u>Actual</u> | <u>Target</u> | <u>4th Qtr</u> <u>(End 6-30-</u> <u>04)</u> <u>Actual</u> |
|---|---------------|---|---------------|---|---------------|--|---------------|--|

OPERATIONS

| | | | | | | | | |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| (Unemployment Insurance) UI 4.1: Increase the ratio of overpayment collections to \$32.50 for every dollar expended; from the PY02 level of \$30.75. | \$31 | \$26.02 | \$31.50 | \$24.16 | \$32 | \$26.55 | \$32.50 | \$24.88 |
| UI 4.2: Increase the level of fraud prevention from \$8 million in PY02 to \$8.5 million. | \$1.9 million | \$2.1 million | \$2.3 million | \$3.6 million | \$2.2 million | \$3.1 million | \$2.1 million | \$1.90 million |

Comments:

4th Qtr: The annual target of \$8.5M in fraud prevention was exceeded when we prevented \$10.7M for the program year. The relatively low fraud prevention in the fourth quarter was a result of declining workload.

| | | | | | | | | |
|---|---------|---------|---------|---------|---------|---------|---------|---------|
| (Office of Policy & Research) OPR 1.1: Increase the number of Labor Market Information web site visits from 30,000 annually to 250,000 annually. | 100,000 | 146,794 | 150,000 | 320,700 | 200,000 | 488,000 | 250,000 | 624,700 |
| (Employment & Training) E & T 2.1.1: Develop and implement Version 3 of Services, Knowledge, and Information Exchange System (SKIES). | N/A | N/A | N/A | N/A | N/A | N/A | N/A | 12%** |

Comments:

2nd Qtr: Earliest completion date is revised to January 31, 2004.

3rd Qtr: Completion of 50% of project is revised to June 30, 2005. 3/04-Prioritization of the Version 3 recommendations was approved in February 2004. Business requirements are now being written. There are 51 changes to be made in the system. As each change is completed and tested, it will be placed into production rather than waiting for all the changes to be implemented at once. We are anticipating all 51 changes to be completed and implemented within 24 months. No new or additional resources will be used which means implementation will take at least 24 months.

4th Qtr: **We have implemented 12% of SKIES Version 3 Enhancements in the 4th quarter and our on schedule to complete 50% of all Version 3 enhancements by June 30, 2005.

| Washington State Employment Security Department Performance Agreement for State Fiscal Year 2003 Agency Performance Measures April 1 to June 30, 2004 | <u>Target</u> | <u>1st Qtr</u> <u>(End 9-30-</u> <u>03)</u> <u>Actual</u> | <u>Target</u> | <u>2nd Qtr</u> <u>(End 12-</u> <u>31-03)</u> <u>Actual</u> | <u>Target</u> | <u>3rd Qtr</u> <u>(End 3-31-</u> <u>04)</u> <u>Actual</u> | <u>Target</u> | <u>4th Qtr</u> <u>(End 6-30-</u> <u>04)</u> <u>Actual</u> |
|---|-------------------------|---|------------------------|---|-------------------------|--|------------------------|--|
| (WorkSource Operations Division) WSOD 1.3: <i>Increase the number of businesses who use the WorkSource system from 13,000 to 15,000.</i> | 3,700 (25% of goal) | 7,000 | 7,400 (50% of goal) | 10,300 | 11,100 (75% of goal) | 13,496 | 15,000 (total goal) | 17,480 |
| Comments: We are aware that this is not a stretch goal since we appear to exceed our target each month. This was a new goal for this year and the data will be used as a benchmark. For the 2004 plan we will establish higher stretch goals. | | | | | | | | |
| CUSTOMER SERVICE INNOVATION | | | | | | | | |
| UI 1.1: <i>Increase average first pay timeliness for claimants of 90% within 14 days from PY02 level of 88.8%.</i> | 90% | 89% | 90% | 90.1% | 90% | 90.2% | 90% | 90.9% |
| Comments: 2nd Qtr: First pays for 3 rd quarter may actually drop a bit as adjudication staff catch up on a backlog of late decisions created by the training effort needed to learn the law changes of 2ESB 6097. By 4th quarter, we should see performance recover. A “stretch” goal would be 89%. | | | | | | | | |
| UI 1.2: <i>Increase timeliness of eligibility decisions for Unemployment Insurance claimants from 72% to 75% from PY02 level of 65%.</i> | 72% | 63.9% | 70% | 62.4% | 70% | 63.5% | 75% | 71.5% |
| Comments: 2nd Qtr: When this goal was created, ESD did not know that there would be sweeping revisions to UI law effecting adjudication (2ESB 6097). We would like to reduce our target at this point, revising it downward to simply get back to pre-law change performance of 72%. 4th Qtr: The targets called for improvement from 64.5% in the fourth quarter of last program year to 70% by the third quarter and 75% in the fourth quarter. While we exceeded the 70% target, the impending RIF had a negative impact on fourth quarter performance: adjudicators were searching for work, and preparing to relocate. | | | | | | | | |
| UI 2.1: <i>Continue to maintain employer tax reports filed timely at 90%. (PY02 level 90.7%)</i> | 90% | 94% | 90% | 93.3% | 90% | 86.7% | 90% | 94.8% |

| Washington State Employment Security Department Performance Agreement for State Fiscal Year 2003 Agency Performance Measures April 1 to June 30, 2004 | <u>Target</u> | <u>1st Qtr</u> <u>(End 9-30-</u> <u>03)</u> <u>Actual</u> | <u>Target</u> | <u>2nd Qtr</u> <u>(End 12-</u> <u>31-03)</u> <u>Actual</u> | <u>Target</u> | <u>3rd Qtr</u> <u>(End 3-31-</u> <u>04)</u> <u>Actual</u> | <u>Target</u> | <u>4th Qtr</u> <u>(End 6-30-</u> <u>04)</u> <u>Actual</u> |
|--|-------------------------|---|--------------------------|---|--------------------------|--|---------------|--|
| UI 2.2: Continue to maintain employers paid timely at 98%. (PY02 level 98.6%) | 98% | 98.9% | 98% | 98.7% | 98% | 98.4% | 98% | 99.2% |
| UI 3.1: Continue to maintain Unemployment Insurance claimants will be satisfied with TeleCenters and Claims Adjudication services at 86%. (PY02 level 86%) | 86% | 89% | 86% | 89% | 86% | 89% | 86% | 90% |
| Comments: 2nd Qtr: This metric is measured once a year by a telephone survey conducted by Northwest Research Group. A stretch goal would be to maintain last year's score of 89% given all of the changes to UI law and the ending of extended benefit programs. These changes have brought about greatly increased call volumes. We have found that the two greatest influencers of satisfaction are wait time and not having to redial to get through. | | | | | | | | |
| UI 3.3: Achieve average call wait time for Unemployment Insurance claimants less than 9 minutes. (PY02 6.5 minutes) | 7 minutes | 7 minutes | 9 minutes | 7.5 minutes | 9.0 minutes | 5.1 minutes | 7.0 minutes | 6.1 minutes |
| Comments: 2nd Qtr: ESD does not recommend reducing the targeted wait-time for the same reasons stated in UI 3.1. We are pleased to be keeping the wait time within targeted thresholds, given the greatly increased call volumes being experienced because of changes to UI law and the ending of extended benefit programs, and limited resources to answer the calls. 4th Qtr: The cutbacks did not take effect until the end of the quarter. As a result, TeleCenter Intake units were overspent by about 8.5 FTE, allowing them to keep call wait times to a minimum. | | | | | | | | |
| WSOD 1.1: Increase the number of WorkSource customers who enter employment following receipt of WorkSource services from 190,000 (PY02) to 225,000. | 56,250 (25% of goal) | 33,374 | 112,500 (50% of goal) | 87,400 | 168,750 (75% of goal) | 110,819 | 225,000 | See Comments |
| Comments: 1st Qtr: Actual data received and submitted 11/03/03. 3rd Qtr: Establishment of the goal was a stretch given the economy has not recovered as quickly. 4th Qtr: Final report won't be available until Late August (based on UI Wage cross-match). | | | | | | | | |

| Washington State Employment Security Department Performance Agreement for State Fiscal Year 2003 Agency Performance Measures April 1 to June 30, 2004 | <u>Target</u> | <u>1st Qtr</u> <u>(End 9-30-</u> <u>03)</u> <u>Actual</u> | <u>Target</u> | <u>2nd Qtr</u> <u>(End 12-</u> <u>31-03)</u> <u>Actual</u> | <u>Target</u> | <u>3rd Qtr</u> <u>(End 3-31-</u> <u>04)</u> <u>Actual</u> | <u>Target</u> | <u>4th Qtr</u> <u>(End 6-30-</u> <u>04)</u> <u>Actual</u> |
|--|---------------|---|---------------|---|---------------|--|---------------|--|
| (Office of Quality & Organizational Performance) OQOP 1.1.1: Increase Employee Satisfaction score, in the customer focus category, from 3.97 to 4.3. | 3.9 | 3.9 | 3.9 | 3.9 | 3.9 | 3.9 | 4.3 | 3.9 |
| Comments: 2nd Qtr: 2003 score of 3.9 carries forward until the next Employee Satisfaction Survey in the 2 nd Qtr (October) of 2004. | | | | | | | | |
| OQOP 1.1.2: Increase agency Quality Self-Assessment score, in the customer focus category, from 4.2 to 5.0. | 4.2 | 4.2 | 4.2 | 4.2 | 5.0 | 4.2 | 5.0 | 4.3 |
| Comments: 2nd Qtr: 2003 score of 4.2 carries forward until the next Self-Assessment is completed in the 4 th Qtr. 4th Qtr: This was a stretch goal and although we did not hit 5.0 we continue to improve in this category. | | | | | | | | |
| OQOP 1.1.3: Improve agency overall Mystery Shopper score from 3.7 to 4.2. * There is no Mystery Shopper data during these quarters. A review is being conducted on continuing and improving this program. | 3.9 | 3.4 | 4.0 | 3.4 | 4.1 | * | 4.2 | * |
| E & T 3.1.1: Increase percent of clients who become employed and exit Temporary Assistance to Needy Families (TANF) within 6 months (29.9% to 31.3%). | 31.8% | 27.9% | 33% | 28.6 | 29.8% | 26.47% | 27.8% | 24% |
| Comments: 1st Qtr: Only two months average available at end of this quarter. 2nd Qtr: The first quarter data (03/03) now reflects 3 months data. The target data for this year is derived from last years actual data and are a result of the economic downturn. Therefore our targets are lower than a year ago. 3rd Qtr: Entry level wages have declined across the state reducing the number of families exiting TANF due to lower family earnings. 4th Qtr: Entry level wages have declined across the state reducing the number of families exiting TANF due to lower family earnings. | | | | | | | | |

| Washington State Employment Security Department Performance Agreement for State Fiscal Year 2003 Agency Performance Measures April 1 to June 30, 2004 | Target | <u>1st Qtr</u> (End 9-30- 03) <u>Actual</u> | Target | <u>2nd Qtr</u> (End 12- 31-03) <u>Actual</u> | Target | <u>3rd Qtr</u> (End 3-31- 04) <u>Actual</u> | Target | <u>4th Qtr</u> (End 6-30- 04) <u>Actual</u> |
|--|--------|---|--------|---|--------|--|--------|--|
| E & T 3.1.2: Increase percent of clients in job search, who enter full- and part-time employment within 90 days from 34% to 36%. | 39.1% | 36% | 37.1% | 40.7% | 33.31% | 29.64% | 34.6% | 39.92% |
| Comments: 2nd Qtr: The target data for this year is derived from last year's actual data and are a result of the economic downturn. Therefore our targets are lower than a year ago. 3rd Qtr: State economic conditions with high unemployment and reduced job availability continues to hinder results. 4th Qtr: Concentrated efforts have been made to prepare and place clients upfront through an assessment process, competency completion, and targeted job search. Note: The report-out of this performance measure will be transferred to the WorkSource Operations Division next quarter. | | | | | | | | |
| E & T 3.1.3: Increase percent of Temporary Assistance to Needy Families exiters that remain employed for four consecutive quarters after exiting program, from 52.3% to 57.7%. | 51.0% | 46.7% | 49.2% | 48.4% | 52.9% | 49.5%** **See Comments | 49.7% | 48.6% |
| Comments: 2nd Qtr: The target data for this year is derived from last year's actual data and are a result of the economic downturn. Therefore our targets are lower than a year ago. Actual data not available for this quarter until March 31, 2004. 3rd Qtr: WorkFirst Post Employment Program is adjusting to reductions in funding. 4th Qtr: WorkFirst Post Employment Program is adjusting to reductions in funding. Employment Security Department's post employment services provided by WorkFirst Post Labor Exchange (WPLEX) in the past have exceeded the target. | | | | | | | | |
| E & T 3.1.4: Increase percent of Temporary Assistance to Needy Families exiters whose wages increase by at least 10% the year following exit, or earn at least \$5,000 per quarter (41.7% to 45.4%). | 35.4% | 35.1%** **See Comments | 37.9% | 34.4%** **See Comments | 35.4% | 34.8%** **See Comments | 35.2% | 32.2% |
| Comments: 1st Qtr: Actual data not available for this quarter until December 31, 2003. 2nd Qtr: First quarter data entered. Actual data not available for this quarter until March 31, 2004. 3rd Qtr: WorkFirst Post Employment Program is adjusting to reductions in funding. 4th Qtr: WorkFirst Post Employment Program is adjusting to reductions in funding. Actual numbers for the first three quarters are revised to reflect the addition of late reported wages. 4 th quarter figure to be revised when new information is received. | | | | | | | | |

| Washington State Employment Security Department Performance Agreement for State Fiscal Year 2003 Agency Performance Measures April 1 to June 30, 2004 | <u>Target</u> | <u>1st Qtr</u> <u>(End 9-30-</u> <u>03)</u> <u>Actual</u> | <u>Target</u> | <u>2nd Qtr</u> <u>(End 12-</u> <u>31-03)</u> <u>Actual</u> | <u>Target</u> | <u>3rd Qtr</u> <u>(End 3-31-</u> <u>04)</u> <u>Actual</u> | <u>Target</u> | <u>4th Qtr</u> <u>(End 6-30-</u> <u>04)</u> <u>Actual</u> |
|---|---------------|---|---------------|---|---------------|--|---------------|--|
|---|---------------|---|---------------|---|---------------|--|---------------|--|

| | | | | | | | | |
|---|-----|-----|-----|------|-----|--------------------------------------|-----|-----------------|
| WSOD 1.3.2: <i>Maintain business customer satisfaction average of 4.2 (85%) as indicated by the Mystery Shopper evaluations.</i> | N/A | N/A | 4.5 | 3.41 | 4.5 | See 3 rd Qtr . Comment | 4.5 | See Comments |
|---|-----|-----|-----|------|-----|--------------------------------------|-----|-----------------|

Comments:

1st Qtr: Actual data not available this quarter. Initial evaluation will begin in the 2nd quarter.

3rd Qtr: There is no Mystery Shopper data available.

4th Qtr: The Mystery Shopper Program was evaluated via customer feedback sessions held in each region. Sessions attended by agency and Workforce Development partners. Results from meeting indicated improvement in customer satisfaction ratings, overall positive effects in staff awareness and motivation to provide exceptional service, and increased collaboration within the partnership. Phase Two under development.

HUMAN RESOURCES

| | | | | | | | | |
|--|------|-----|------|-----|------|-----|------|-----|
| (Administrative Services Division) ASD 3.1: <i>Complete 100% of all staff evaluations due each quarter on time.</i> | 100% | 62% | 100% | 69% | 100% | 72% | 100% | 74% |
|--|------|-----|------|-----|------|-----|------|-----|

Comments:

4th Qtr: Although we did not achieve this aggressive goal, we have achieved an increase every quarter, and will continue working with those few areas in the organization that are having difficulty complying with this expectation.

| | | | | | | | | |
|---|-----|----|-----|------|-----|-----|-----|-------|
| OQOP 3.4: <i>Deliver Respectful Workplace training to 50% of agency and partner staff.</i> | 14% | 0% | 26% | 8.0% | 38% | 42% | 50% | 81.7% |
|---|-----|----|-----|------|-----|-----|-----|-------|

Comments:

2nd Qtr: The train-the-trainer program started one quarter late. The goal of 50% will still be met.

| | | | | | | | | |
|---|-----|-----|------|------|-----|-----|-----|-----|
| OQOP 4.1: <i>Update, publish, and implement the agency Human Resource Development (HRD) Plan per Department of Personnel Merit System Rules.</i> | 60% | 75% | 100% | 100% | N/A | N/A | N/A | N/A |
|---|-----|-----|------|------|-----|-----|-----|-----|

Comments:

2nd Qtr: The Senior Leadership Team was briefed on 2/10 and implementation will begin by July 1, 2004.

| | | | | | | | | |
|---|---------------|---|---------------|---|---------------|--|---------------|--|
| Washington State Employment Security Department Performance Agreement for State Fiscal Year 2003 Agency Performance Measures April 1 to June 30, 2004 | <u>Target</u> | <u>1st Qtr</u> (End 9-30-03) <u>Actual</u> | <u>Target</u> | <u>2nd Qtr</u> (End 12-31-03) <u>Actual</u> | <u>Target</u> | <u>3rd Qtr</u> (End 3-31-04) <u>Actual</u> | <u>Target</u> | <u>4th Qtr</u> (End 6-30-04) <u>Actual</u> |
|---|---------------|---|---------------|---|---------------|--|---------------|--|

FINANCIAL MANAGEMENT

E & T 1.1.1: Maintain a 70% expenditure rate for carry-in and annual allocations per program year for Adult, Youth, and Dislocated Worker Programs.

15%

14%

35%

38%

55%

62%

70%

**See
Comments

***All quarterly data has a 60-day lag for availability**

Comments:

1st Qtr: Data was entered 11/17/03.

2nd Qtr: Data was entered 2/15/04. We are seeing the impact of client load due to the large influx of funds the state received in PY02 (compared to what was allocated in the previous years) as well as the allocations received for PY03 and now PY04. In addition, a certain number of clients have been carried forward from the "bumper" year as well as increases in new clients that are entering the system daily.

3rd Qtr: In their recent analysis of Washington's Workforce Investment Act (WIA) 3rd quarter financial and program performance, Department of Labor indicated that expenditures were within desired levels for reaching the required 70% expenditure rate.

4th Qtr: Expenditures not available until August 15, 2004

E & T 1.1.2: Monitor the Workforce Development Council's quarterly expenditure rates for 2003 allocations: 15% for 1st quarter, 35% for 2nd quarter, 55% for 3^d quarter, and 70% for 4th quarter.

N/A

N/A

N/A

N/A

N/A

N/A

N/A

N/A

Comments:

1st Qtr: Expenditure rate is not applicable by Workforce Development Council.

2nd Qtr: This performance measure to be revised for PY04 thru 06.

3rd Qtr: This measure duplicates the E & T 1.1 measure.

ASD 1.1: Implement financial system that reconciles financial data to the state accounting system, integrates cost allocation with general ledger reporting, and provides reports that display agency-wide budget and expenditure status with 'drill down' analytic capabilities. (single source of numbers)

25%

40%

50%

50%

75%

80%

100%

100%

| | | | | | | | | |
|---|---------------|---|---------------|---|---------------|--|---------------|--|
| Washington State Employment Security Department Performance Agreement for State Fiscal Year 2003 Agency Performance Measures April 1 to June 30, 2004 | <u>Target</u> | <u>1st Qtr</u> <u>(End 9-30-</u> <u>03)</u> <u>Actual</u> | <u>Target</u> | <u>2nd Qtr</u> <u>(End 12-</u> <u>31-03)</u> <u>Actual</u> | <u>Target</u> | <u>3rd Qtr</u> <u>(End 3-31-</u> <u>04)</u> <u>Actual</u> | <u>Target</u> | <u>4th Qtr</u> <u>(End 6-30-</u> <u>04)</u> <u>Actual</u> |
|---|---------------|---|---------------|---|---------------|--|---------------|--|

GOVERNOR EXECUTIVE ORDER IMPLEMENTATION

Executive Order 03-01 "Service Delivery"

(Develop and implement a mechanism to enhance service delivery system wide.)

Comments:

1st Qtr: Meetings underway with all stakeholders to develop system wide charter.

- 2nd Qtr:**
- The Workforce Investment Act Executive Oversight Committee was formed to look at system delivery issues and solutions.
 - The senior leadership group is chaired by Commissioner Mundy, members are from ESD Senior Leadership Team and Executive Directors from each of the 12 Workforce Development Councils.
 - The 5 areas of focus for the Workforce Investment Act Executive Oversight Committee are:
 1. Improve customer service in WorkSource,
 2. Expand services to employers,
 3. Strategy for economic development,
 4. Coordination of resources, and
 5. Improve efficiency of processes.
 - An Internal Customer Service Team has been formed to look at issues pertinent to ESD.

- 3rd Qtr:**
- Progress is being made on a system wide approach to customer service feedback with a pilot group representing the West Region. The purpose is to do an analysis of all customer feedback data and the process for using the data to make improvements.
 - The Mystery Shopper Program has completed Phase One. Meetings are being held across the state to debrief WorkSource managers and partners as well as Telecenter leadership. The purpose is a discussion of what worked well as well as what did not. Changes will be made to improve the program for Phase Two should the decision be made to continue with this program.
 - An Internal Customer Service Group has been created. They have developed a charter and established a timeline for tasks. They will be looking at improving internal customer service.

4th Qtr:

- The Mystery Shopper Program was evaluated via customer feedback sessions held in each region. Sessions attended by agency and Workforce Development partners. Results from meeting indicated improvement in customer satisfaction ratings, overall positive effects in staff awareness and motivation to provide exceptional service, and increased collaboration within the partnership. Phase Two under development.
- Internal Customer Service Group working on agency-wide standards with plan to roll-out late Fall.

| | | | | | | | | |
|---|---------------|---|---------------|---|---------------|--|---------------|--|
| Washington State Employment Security Department Performance Agreement for State Fiscal Year 2003 Agency Performance Measures April 1 to June 30, 2004 | <u>Target</u> | <u>1st Qtr</u> <u>(End 9-30-</u> <u>03)</u> <u>Actual</u> | <u>Target</u> | <u>2nd Qtr</u> <u>(End 12-</u> <u>31-03)</u> <u>Actual</u> | <u>Target</u> | <u>3rd Qtr</u> <u>(End 3-31-</u> <u>04)</u> <u>Actual</u> | <u>Target</u> | <u>4th Qtr</u> <u>(End 6-30-</u> <u>04)</u> <u>Actual</u> |
|---|---------------|---|---------------|---|---------------|--|---------------|--|

Executive Order 02-03

"Sustainable Practices by State Agencies"

(Develop and implement a mechanism to improve sustainable practices system wide.)

Comments:

1st Qtr: Plan drafted and shared with agency leadership and submitted to General Administration.

2nd Qtr: The plan was submitted in October 2003 and the goal was for us to complete 25% of the listed goals by this quarter which we feel was accomplished.

3rd Qtr: Over the last three quarters the agency has ordered 100% recycled paper; our original goal was to improve by 50% by March 31, 2004. During the same period last year, we used 8,000 reams (20 tons) of virgin paper. This resulted in the following ecological savings during manufacturing:

- 101,000 total BTUs less energy expended
- Over six tons less greenhouse gasses released
- 12,679 pounds less total toxic chemicals used
- 415 pounds less waterborne waste generated
- 61,167 gallons less water used
- 41,600 pounds less wood used

4th Qtr: All 4th quarter and end-of-year goals were met, and in most cases, exceeded. The Annual Progress Report on Sustainability will contain much greater detail, but as an example, our goal of contacting 100% of agency staff has to help determine future sustainability goals has been realized several times through the use of the Morning News and a segment on In Focus. We also have recruited more than 50 local sustainability coordinators in offices throughout the state and they are helping us meet our goals of increasing our sustainable purchasing and publicizing sustainability information in their workplaces.